

ADDENDUM I: OBSERVATIONS MADE BY PROVINCIAL DISTRICT MANAGERS

Eastern Cape: 6 District Managers interviewed.

- Powers of appointment have been delegated to the Chief Director: Human Resources Management at Head Office.
- They are unaware of specific instances of the buying and selling of posts but this occurrence is possible especially among educators desperate to relocate from rural to urban sites.
- Selection preferences among SGBs tend to be for a “son of the soil”.
- Rural SGBs lack the skills to conduct interviews for posts – they need ongoing training.
- The parent component on selection panels is vulnerable to influence by educators.
- Educators on selection panels are open to influence by Teacher unions.
- Only rare problems are experienced with Departmental Resources Persons.
- The role of the EDO in recruitment and selections should be formalised.

Gauteng: 11 District Managers and one Chief Director interviewed.

- The process of appointments is vulnerable to pressures and influence: parents are inadequately educated, teachers tend to lose interest in SGB work whereas District Managers “cannot be vulnerable”.
- They are not aware of any instances of the buying and selling of posts.
- Complaints of irregularities lack provable substance.
- The system is vulnerable to undue influence but SGBs and Unions are reluctant to make use of outside selection panels.
- Parents eventually lose interest in SGBs.
- SGBs are afraid of Teacher unions but clear leadership by officials and SGBs usually solves the problems.
- There are varying degrees of ‘functionality’ of SGBs within and between Districts.

- They are not happy with the present SGB powers: a means to combine Districts and SGBs in appointments should be found e.g. a “hybrid model” where trained officials sift and short list, then SGBs recommend.
- At a meeting of 81 District Managers no one argued for the retention of the present form of SGBs: there are no criteria for the election of parents, the current training of SGBs does not meet real needs, and there are major problems with the short listing process.
- The Chief Director pointed out that SGBs are not the only problem and they should be supported rather than changed.
- SGBs in urban areas usually have sufficient expertise to do their work.
- Little is invested by Provinces in SGB training.
- Interviews are a poor method of selecting candidates.
- Remove the appointment of principals from SGBs.
- Unions are powerful and threatening in the process of appointments.
- The role of NEHAWU should be checked.

North West: 4 District Managers interviewed.

- They have no hard facts about the buying and selling of posts.
- Other kinds of irregularities do occur.
- Most SGBs are not subject to undue influence.
- Increased SGB capacity will deal with the SADTU influence.
- It is Districts that hold the education system in this Province together.
- There is a need for District Managers to establish working relations with Unions.
- There is good reason to believe that irregular appointments occur throughout the Province.
- A special team is needed to deal with promotion posts.
- SADTU takes charge if Circuit Managers do not act.
- The allegations of irregularity are made by dissatisfied applicants.
- Congenial meetings occur between Districts and Unions.

Western Cape: No District managers interviewed but senior personnel at Head Office were met by the Task Team: see the Interview with the HOD above.

Free State: 4 District Managers interviewed.

- Anomalous, improper and strange appointments are made by SGBs but there is no evidence of corruption.
- 40% of SGBs have the functional capacity to recruit and appoint.
- The present SGB powers are used to resist transformation.
- Recognise the importance of the principals.
- Unions tend to be more than 'observers' and must be resisted.
- Districts are quite capable of managing the process of appointments.
- There is at present no programme for grooming future principals and deputies.
- The influence of teachers on SGBs needs to be restrained.
- It is unacceptable for junior staff to interview their seniors.
- Elect SGBs one year before they assume office.
- Why are people keen to serve on SGBs?
- Remove SGB powers for now and restore them later.
- Use a phased interview approach for principals.

KwaZulu-Natal: 4 District Managers were interviewed.

- They had never heard of or come across the selling of posts.
- The department should appoint principals.
- SGBs scoring can indicate that they have particular candidates in mind.
- Observers can and do play a role in determining the outcome of the selection process.
- Post selection should be removed from the SGBs and they should be responsible only for the governance of the school. Powers to select and amend should return to the Department.

Mpumalanga: 5 District Managers were interviewed.

- The functionality of SGBs is a challenge, especially in regard to SMT recruitment.
- The education levels of parents are not equal to their tasks.
- SGBs are politicised.
- In this Province, SGBs do Post Level 1 recommendations.
- Unemployment makes people who serve on SGBs behave unethically.
- SGBs are a good thing but their levels of commitment and morality need uplifting.
- The training of SGBs should be improved rather than taking away their powers to make post recommendations.
- The biggest SGB challenge is the appointment of principals.
- SGB attitudes vary according to whether an SGB “belongs” to a Union or not.
- Undue influence by Unions on SGB decisions is caused by: incapacity of SGBs, parent understanding of the appointments process, the role played by the Resources Person, anomalies in the process.
- Unions can come across as intimidating to panel members.
- Therefore appointments should take place at District level, the powers of SGBs to make recommendations should be removed and SGBs should be capacitated in other areas of their function.

Limpopo: 4 District Managers were interviewed.

- There have been no allegations about the buying and selling of posts in these four Districts.
- The process of SGB recommendations and appointment by the HOD makes interference “very unusual”.
- Difficulties occur over the incapacity of SGBs to manage selection procedures rather than from undue influence by SADTU.
- A “fair number” of SGBs are functional. This has improved over time and now functionality is “very high”.
- These Managers are content with the Department doing the appointments to promotion posts. They suggest a “debate” which leads to taking away the powers

of appointment from SGBs and this will make things easier for District Managers, lessening disruptions to schooling over tensions between SGBs and the Districts.

- Circuit Managers are afraid of confronting principals because of SADTU.
- Some principals are appointed by the Department on the basis of the Union that they belong to.
- Recommend that (a) officials cease to be “unionists”; (b) Circuit Managers should take control; (c) the Department should support insecure Circuit Managers; (d) Unions should be treated equally by the Department.
- SADTU uses its size to “monopolise” education and controls its members by using threats.

Northern Cape: 4 District Managers were interviewed.

- In Namaqua District, 80-85% of SGBs are functional but not perfect, in Pixley ka Seme the figure is 50%.
- HR officials train SGBs in the appointment process and, with the appointment of principals, the Circuit Manager represents the Department whereas Unions are mere observers.
- The Department should manage promotion posts.
- No instances of Unions influencing appointments and no instances of posts being bought or sold.
- Scoring by SGBs is checked.
- The Human Resources team, Circuit Manager and Labour Relations check SGB recommendations for “gender equity, race and other compliances”. If compliance is lacking, the recommendations are sent back to SGB for reasons for such a recommendation.
- If there are grounds for the Department to recommend another candidate, they do so.
- Circuit Managers should provide greater support to SGBs.
- Former Model C schools advertise in such a way that only white applicants apply
- It is not a good idea for officials to be Union members.
- It is not good for the country that SADTU has so much power in education.

- Promotional and principals' posts "must be left in the hands of professionals who have expertise in education" – amend SASA.
- Schools have begun electing younger people to SGBs.
- Transport would increase parent participation in SGBs.
- Classifying people as "dysfunctional" means that they will behave "as if dysfunctional".
- Rural and former Model C schools make 'son of the soil appointments'.
- Though 80% of District Managers are SADTU members, they exercise no influence over appointments.
- There have been no advertisements for posts for 3 years owing to a lack of funds.